

The cover features a background of concentric circles in various shades of purple and blue. A central circle is composed of segments in different colors, including dark blue, light blue, and purple. The text is centered within this circle.

**UHS**  
**IMPACT**  
REPORT

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**2025**

UNIVERSAL HEALTH SERVICES, INC.



**Since acquiring its first hospital in 1979, Universal Health Services, Inc., and its subsidiaries have been guided by a patient-focused Mission and strived for excellence in all aspects of UHS' operations.**

**UHS' sustainability efforts are closely aligned with our operational goals and are integrated into our daily interactions with patients, families and staff as well as with our alliances with business associates, referring providers, suppliers and local communities.**

- Patients are the driving force behind everything we do. We continually work to improve the patient experience by regular training of the teams, implementing innovative platforms and safety measures, and focusing on patient review response practices, among others.
- Our valued employees are beacons of hope and resiliency for patients and their families. Their unwavering dedication and commitment to excellence continues to lead to positive clinical outcomes, encouraging changes in patients' lives and greater collaboration among peers.
- Our leadership teams consistently focus on the delivery of high-quality care and being a preferred provider, employer and partner in our communities. UHS' long-standing culture of Service Excellence, philanthropy and continual improvement, as well as prudent investments, strategic alliances and operational priorities, support these objectives.

The following report outlines the values, processes and teams UHS has in place to serve our communities with integrity and purpose, and it highlights some of the year's key initiatives and achievements that have impacted our stakeholders.



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"Corporate" as used in this report refers to UHS of Delaware, Inc. (UHSD). UHSD is an administrative services company that provides professional support services to Universal Health Services, Inc. (UHSI) and administrative support services to UHSI's subsidiaries.

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## OUR IMPACT

### 2025 BY THE NUMBERS



#### FOCUSING ON PATIENTS

**100% of U.S. facilities** are licensed by their state and accredited by regulatory bodies, such as The Joint Commission and/or Commission on Accreditation of Rehabilitation Facilities

**All U.S. Behavioral Health facilities** offer Trauma-Informed Care training for clinical and non-clinical staff

**90% of Behavioral Health patient survey respondents** report they felt better following care at one of our facilities\*

**91% of Cygnet employee survey respondents** say that care of service users is Cygnet's top priority\*\*



#### INVESTING IN OUR VALUED TEAMS

**\$7 million** employee tuition reimbursement/student loan assistance spending

**100% of U.S. employees** offered Service Excellence training during orientation

**1,495 veterans** hired in the U.S.

**87% of U.S. employee survey respondents** report that the person they report to treats them with respect\*\*\*

**90% of Cygnet employee survey respondents** said they enjoy working for Cygnet\*\*



#### PARTNERING WITH LOCAL COMMUNITIES

**\$8.1 billion distributed** in salaries, wages and benefits

**\$3.9 billion of uncompensated care** at Acute Care hospitals

**16 years** on *Fortune* magazine's World's Most Admired Companies list\*\*\*\*

**10+ years partnering with National Action Alliance for Suicide Prevention**, helping to connect resources to those in crisis



#### SUPPORTING HEALTHY ENVIRONMENTS

**90%+ of lights** in UHS' U.S. facilities equipped with LED versions

**28 U.S. facilities** have Gluten-Free Food Service validation

**100% of electricity procured** from renewable sources since 2021 across all Cygnet facilities in the U.K.



#### GOVERNING WITH STRUCTURE AND INTEGRITY

**Universal Health Services, Inc. Board of Directors** has 6 board committees, each overseeing specific areas

**4 (of 6) Board Committees** provide oversight of sustainability-related issues

**48 privacy and data-security-related policies** are maintained at the Corporate level and locally by U.S. facilities

**2 Patient Safety Organizations** (one for each U.S. division) are registered under the Agency for Healthcare Research and Quality to promote learning and minimizing patient risk

\*Based on 402,778 respondents to U.S. patient satisfaction surveys

\*\*Based on 8,998 respondents to Cygnet's Staff Survey

\*\*\*Based on 47,652 employees who responded to U.S. Employee Pulse Engagement Survey

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## OUR PRINCIPLES

Our Principles reflect our deep commitment to operating with integrity and purpose. They serve to define who we are as a provider, employer and community partner as well as guide our daily interactions with key stakeholders.



We Provide Superior Quality Patient Care



We Value Each Member of Our Team and All Their Good Work



We Are Committed to Being a Highly Ethical Healthcare Provider



We Are Devoted to Serving Our Local Community

Learn more about our principles: <https://uhs.com/our-values/uhs-principles>

## CORPORATE RECOGNITION

UHS is a well-respected industry leader, often lauded for its financial stewardship, meaningful growth and contributions to served communities. We continue to be honored on distinguished lists such as: *Fortune* 500<sup>1</sup>, *Fortune* World's Most Admired Companies<sup>1</sup>, *Forbes'* Global 2000 World's Largest Public Companies and *Philadelphia Business Journal's* Largest Healthcare Systems and Hospitals in Greater Philadelphia region.

*Newsweek/Plant-A Insights* Group also recognized UHS as one of America's Greatest Workplaces for Culture, Belonging and Community and America's Greatest Workplaces in Health Care in 2026.

In 2025, UHS earned its third consecutive Press Ganey Human Experience Guardian of Excellence Award®. In June 2026, UHS was named on *The Wall Street Journal's* inaugural list of the Best Companies for the Future.

Learn more about our awards: <https://uhs.com/about-universal-health-services/awards>

Our leaders are recognized as trusted experts and for their meaningful contributions and advocacy at the national, regional and local levels. Highlights include:

- **Marc D. Miller, President and Chief Executive Officer**, is recognized for his leadership and called on to provide industry perspective for national audiences. In 2025, he appeared on CNBC Worldwide Exchange and was named by The CEO Forum Group among the Top 10 CEOs Transforming Healthcare in America, Operational Excellence Award. During 2025, Mr. Miller served as Chair for the Federation of American Hospitals (FAH).
- **Karen E. Johnson, Senior Vice President, Chief Clinical Officer, Behavioral Health Division**, is revered as an industry thought leader, representing UHS on The Joint Commission's Health Systems Advisory Groups, National Association of Behavioral Health's Quality Committee, the Federation of American Hospitals' Quality Committee and Behavioral Health Taskforce as well as the Executive Committee of the National Action Alliance for Suicide Prevention. Ms. Johnson was featured in the 10 Most Influential in Healthcare, 2026 edition, of Chief Women Magazine.
- **Professor Tony Romero, Group CEO, Cygnet** named a winner on HealthInvestor Power List 2025 in the Complex Care Category. This designation celebrates the most effective, inspiring and influential leaders in health and social care. Under Professor Romero's leadership, Cygnet was named a Top UK Employer by the Financial Times in 2025, based on employee feedback.

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## FOCUSING ON PATIENTS

**UHS workforce members - from front-line providers to their supporting teams at Corporate - are committed to making positive changes in the lives of our patients and their families who come to us in their time of need.**

### PRIORITIZING QUALITY CARE AND SAFETY

UHS' Mission is founded on the provision of superior quality healthcare services and stands as the foundation for how we operate. 2025 saw continued investment in resources, technology, equipment and processes, as well as employee and medical staff education and training as we strive to meet, if not exceed, our high quality and safety standards.

We are committed to leveraging AI and advanced technologies to better support our patients and elevate both quality and operational efficiency, all while preserving the human touch and personal connections that are central to our care. The Acute Care Division's expanding use of robotic technology advances diagnostic and treatment options. Within the Behavioral Health Division, our continued expansion of electronic health record systems and rounding technologies and investment in appointment-scheduling software enhance operational efficiencies and the patient and staff experience.

UHS is advancing thoughtful, scalable AI innovation that enhances healthcare operations and patient care by improving efficiency, safeguarding quality and preserving the essential human connection. Currently, over 50 AI applications are active across revenue cycle, clinical and business operations in the U.S.

To date, AI has notably benefited our revenue cycle functions - accelerating claims processing, improving collections, reducing manual effort and generating significant cost savings. Clinical tools such as ambient listening have lessened administrative burdens, allowing clinicians to dedicate more patient-focused time.

Through innovative collaborations, like with Hippocratic AI, generative AI agents are deployed across 29 Acute Care facilities to support post-discharge outreach, enhancing patient engagement and freeing clinical teams for critical care. Additionally, platforms like SmarterDx automate chart reviews, close documentation gaps and accelerate AI-powered appeals, further easing clinician workload.

Throughout all processes, UHS maintains a "human in the loop" philosophy, viewing AI as a tool to augment and elevate staff roles - rather than replace them - creating opportunities for improved operational efficiency and enhancing patient interactions.

Within the Acute Care Division, the Safety-First: A Culture of Zero Preventable Harm initiative is currently underway at facilities in Florida, Texas and Nevada. While patient and staff safety have long been foundational principles in our operations, this initiative further reinforces our commitment to achieving high reliability. It sets a clear expectation across the Division: we get it right, every time, for every patient and every team member. Throughout the rollout, practical, evidence-based skills and tools will be provided to guide behaviors, strengthen processes and prevent errors before they impact our patients or teams.

Sepsis remains the leading cause of mortality in hospitals across the United States, representing a critical focus area for improving patient outcomes and advancing quality of care. Despite its prevalence and severity, only 97 hospitals nationwide have achieved disease-specific certification in sepsis care from The Joint Commission (TJC). UHS is proud to be at the forefront of this effort, with 11 Acute Care facilities having earned this distinguished certification. The goal is to have additional facilities apply for certification in 2026.

Meanwhile, Trauma-Informed Care training has been fully incorporated across the Behavioral Health Division, firmly establishing a culture where every staff member is a role model and every patient interaction is grounded in safety, trust and compassion.

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## INDUSTRY AND PATIENT ACCOLADES

The Acute Care and Behavioral Health Divisions each utilize innovative models of care and foster opportunities for ongoing education, training and continuous evaluations of key processes related to patient care and safety. Regular meetings between Division and Quality teams ensure best practices are shared, educational needs are identified and the teams' clinical competence is evaluated.

### **The Acute Care Division earned numerous quality and safety awards:**

- Eighteen of our UHS Acute Care facilities evaluated earned an "A" or "B" safety grade from The Leapfrog Group in their Fall and/or Spring 2025 Ratings. In 2025, Lakewood Ranch Medical Center was bestowed their Top Teaching Hospital Award for the second consecutive year. In Spring 2026, 10 facilities earned an "A".
- South Texas Health System and Texoma Medical Center each earned *U.S. News & World Report's* 2025-2026 Best Regional Hospital and Best Regional Hospital for Community Access awards. Collectively, 16 of the 23 UHS Acute Care hospitals/health systems that were evaluated, combined, earned nearly 60 2025-2026 Best Hospitals "High Performing" awards for procedures and conditions. The George Washington University Hospital earned a High Performing badge for a specialty (Neurology & Neurology).
- Centennial Hills Hospital Medical Center, Henderson Hospital, Southwest Healthcare Rancho Springs Hospital, Spring Valley Hospital Medical Center and Summerlin Hospital Medical Center earned *U.S. News & World Report's* 2026 High Performing Hospital for Maternity Care (Uncomplicated Pregnancy) designation - the highest accolade for this category.
- For the fourth consecutive year, Lakewood Ranch Medical Center was named among *Newsweek/Statista's* list of America's Best Maternity Hospitals 2025.

### **The Behavioral Health Division's focus on quality care and patient safety led to positive clinical outcomes and favorable feedback from patients and referring partners. Key highlights in the U.S. included:**

- Of the more than 400,000 respondents to UHS' U.S. Behavioral Health patient satisfaction survey in 2025:
  - 90% of respondents reported feeling better following care at one of our facilities.
  - 89% indicated they were treated with dignity and respect.
- Elimination of the utilization of mechanical restraints at U.S. facilities.
- 171 students met the high school requirements and earned their diploma or GED.
- 84% of nearly 850 applicable parent and guardian survey respondents indicated that facilities' academic staff truly cared about their child.
- 79% of more than 380 elementary students surveyed report that "my teacher is excited about teaching me new things."
- *Newsweek* and *Statista* named seven of our behavioral health facilities on its America's Best Addiction Treatment Centers 2025 list.
- St. Louis Behavioral Medicine Institute earned the 2026 Evernorth® Behavioral Health Center of Excellence designation for the clinical quality and cost-efficacy measurements of its Eating Disorder program.

Meanwhile, in the U.K., 84% of Cygnet services earned an "Outstanding" or "Good" rating by the Care Quality Commission (CQC) regulator; none of its services received an "Inadequate" rating.

Cygnet Health Care earned Hospital Group of the Year award at the LaingBuisson Awards 2025 for its year of exceptional growth, innovation and sector leading quality across its mental health, learning disability and autism services. In November 2025, it was also named Best Neurological Care Provider at the Neurological and Complex Care Awards, recognizing its exceptional neuropsychiatric rehabilitation services and commitment to improving the lives of people with complex brain injuries and neurological conditions.

Its Social Care Division won the HealthInvestors Awards for Specialist Care Provider of the Year for the second consecutive year. Judges praised the person-centered, compassionate and empowering care provided across the U.K. to help people forge their own path and live as independently as possible.

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## **RESPECTING PATIENT RIGHTS**

UHS complies with applicable Federal civil rights laws related to patient rights. Our services are provided in a nondiscriminatory manner, without regard to race, color, national origin, age, disability or sex (including pregnancy, sexual orientation and gender identity).

Our facilities provide people with disabilities reasonable accommodations and free appropriate auxiliary aids and services to communicate effectively with us and provide free language assistance services to those for whom English is not their primary language. Each facility has a Civil Rights Coordinator that patients can contact for assistance. Instructions on how to file a grievance or civil rights complaint are available on the Nondiscrimination Notice posted at the facility and on its website.

UHS facilities also follow applicable state laws related to patient rights. While laws may vary by state, generally, patients are provided with a document outlining their rights as a patient at the time of their admission to a facility. Patient's rights are also posted on patient care units.

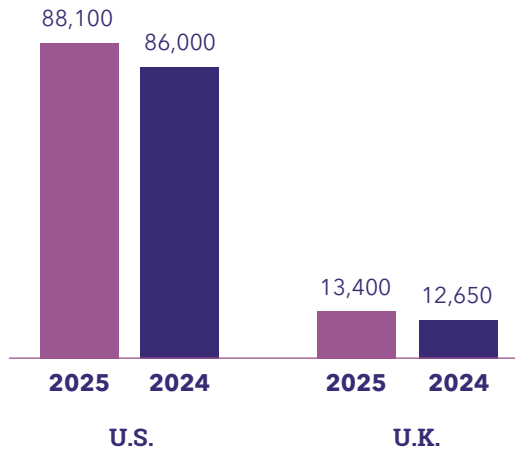
Upon admission, patients are made aware that they may report any concerns related to their care and treatment at the facility in a number of ways, including by making reports directly to a Patient Advocate or by using the UHS Compliance Hotline. The facility's Patient Advocate handles patient grievances in accordance with CMS requirements.

# INVESTING IN OUR VALUED TEAMS

**UHS is appreciative of its team members' resiliency, teamwork and dedication to upholding high standards of care. To support them, we continue to invest in initiatives and programs focused on staff development, training and retention.**

## A Look at the Team

In 2025, UHS employed, through its subsidiaries, approximately 101,500 individuals. Most of the U.S. workforce (74%) were full-time workers.



Note: Approximate counts as of 12/31/24 and 12/31/25.

## Promoted Employees (U.S.)

In the U.S., there were nearly 5,100 promotions in 2025.

## Newly Hired

In 2025, more than 36,500 employees were hired in the U.S., while nearly 4,230 individuals joined the staff in the U.K.

## Military Hires

UHS supports Veteran Jobs Mission, an organization it helped launch in 2011 to promote employment of veterans and military spouses. In 2025, UHS hired nearly 1,500 veterans in the U.S.

UHS also continues to participate in Technology Concepts & Design, Inc.'s Military Spouse Managed Review (MSMR) Program, employing military spouses who are licensed attorneys.

Willow Springs Center earned a 2026 Purple Star Award from the Nevada Department of Education, recognizing its support for military-connected children as they relocate to new schools due to a parent's change in duty station. Educators at these schools receive training on military culture, and tools to help identify the social-emotional effects of relocation.

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## SUPPORTIVE CULTURE

UHS complies with applicable federal civil rights laws and does not discriminate on basis of race, color, national origin, age disability or sex. UHS' Notice of Nondiscrimination policy, which is publicly available on our Corporate and facility websites and at facilities, provides guidance on how to file a grievance for any perceived discrimination.

UHS also complies with the Equal Employment Opportunity (EEO) Commission requirements for all employees and applicants. This includes support and full commitment to recruitment, selection, placement, promotion and compensation of individuals, without regard to race, color, religion, age, sex (including pregnancy, gender identity and sexual orientation), genetic information, national origin, disability status, protected veteran status or any other characteristic protected by federal, state or local laws. [A summary of our most recently filed EEO-1 Report can be found in the Appendix.] We also are in full compliance with all applicable federal, state, and local laws related to human rights, forced labor and child labor.

### **Our 2025 Employment Engagement Pulse Survey, which had a 68% response rate in the U.S., expressed positive sentiments<sup>2</sup>:**

- 87% indicated that the person they report to treats employees with respect
- 81% reported that they feel included on their team/work unit
- 81% agreed that this organization values employees from different backgrounds

### **Similarly, in the U.K., results of Cygnet's 2025 Staff Survey, based on 79% of its workforce, indicate a high level of employee satisfaction<sup>2</sup>:**

- 93% said the organization acts on concerns raised by service users
- 91% said the care of service users is Cygnet's top priority
- 91% said their manager treats them with respect
- 88% enjoy working for Cygnet

## WORKFORCE POLICIES

Corporate Human Resources (HR) policies fulfill facility and regulatory obligations and are accessible to employees through training, the Corporate Employee Guidebook, their local HR departments and/or internal platforms. UHS has formal policies/processes related to employment, including background screenings, corrective action, performance appraisals and flexible staffing. Additionally, UHS supports each state's individual requirements for background checks to ensure compliance.

Employees are trained on certain policies (e.g., Grievance Reporting, Health Insurance Portability and Accountability Act of 1996 [HIPAA] Security Rule, Compliance, Discrimination and Harassment Prevention, Code of Conduct, etc.) during orientation and every year of their tenure. Requirements depend on an employee's role and status.

## EMPLOYEE FEEDBACK

Workforce members (e.g., full and part-time employees, volunteers), contractors and other third parties are welcome to share any concerns they have related to their employment or the facility's compliance with applicable laws at any time, including during performance reviews, department meetings, CEO town halls and/or through the UHS' Compliance Hotline. Also, all employees (full-time, part-time, per-diem and physicians) may provide feedback in annual employee engagement surveys.

<sup>2</sup>Overall, there were 54,917 respondents to the 2025 U.S. Employee Pulse Engagement Survey and 8,998 respondents to the Cygnet 2025 Staff Survey; number of respondents to each question will vary.

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Leadership uses these annual surveys, which are submitted anonymously, to monitor employee satisfaction and collect their suggestions for improvement. Survey results are distributed to all levels of leadership to discuss with their teams. Recent feedback has led to the addition of new career development and employee engagement initiatives and planned roll out of new training programs, among others.

## **PROFESSIONAL DEVELOPMENT**

To support our valued teams, UHS offers professional and academic development opportunities, promotes employee engagement activities and invests in recognition and award programs.

### ***Training Opportunities***

UHS' Learning and Development team offers training to help all workforce members (e.g., full-time, part-time, volunteers) meet all appropriate regulatory and UHS requirements. Often a competency-based education framework is used to ensure trainees' understanding of the learnings. Training opportunities follow the standards of the American Disabilities Act.

Opportunities include formal instructor-led, in-person or virtual training, or self-administered online courses. Although employees are required to take certain training courses at least annually, they also have unlimited access to many voluntary training courses. The number of training hours an employee participates in each year will vary depending on their role, department and/or employment classification.

Trainings center around regulatory requirements for high-risk topics and safety (e.g., fall prevention, early detection of sepsis, high-risk medications, diagnosis-specific training, etc.) and thorough reviews of policies and procedures.

For Acute Care and Behavioral Health facility employees, ongoing education and training serve to empower our team and improve care. Employees participate in formal courses, or informal training such as peer-to-peer, shift huddles and department meetings.

All patient-facing employees from the Behavioral Health Division and certain Acute Care employees, regardless of status or role, are trained and certified in accredited behavioral management techniques, which include verbal de-escalation skills.

The U.S. Learning & Development Team offers formal trainings across four tracks: Service Excellence, Manage U, Invest in U and Develop U.

Service Excellence training, which is offered to all new U.S. staff during orientation, outlines what this principle means at UHS - namely, providing world class service that is professional, timely, effective and efficient to all customers. Employees also may be nominated to join the Service Excellence Facilitator Workshop. In 2025, 110 U.S. employees became certified Facilitators to promote the Service Excellence culture at their own facilities.

Similarly, in the U.K., new hires complete the Cygnet Values Program during orientation. The Values training emphasizes the company's core values and highlights their significance to its business operations and culture.

The Manage U track offers the nomination-based m3 for Emerging Leaders program for Corporate employees who are not in formal leadership positions. The program spans four months and includes instructor-led, in-person sessions as well as online training. This track also includes curriculum specifically for individuals who are supervising others. Participants engage in multiple courses delivered each week live via virtual platform and have access to numerous e-learning courses.

The L3 architecture/program is a nomination-based, year-long executive development program. Tracks are designed for aspiring Acute Care CEOs, aspiring Behavioral Health CEOs and aspiring Acute Care Chief Nursing Officers (CNOs).

Invest in U programs are voluntary and available to all employees who are interested in developing their skills

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and expanding their knowledge, while Develop U consists of voluntary programs developed to meet the specific business needs of a team.

Each training participant has the opportunity to evaluate their experience and provide recommendations. Trainers use this feedback to make adjustments to the experience and develop new training topics.

### ***Other Professional Development Programs***

UHS career and academic development programs include internships, externships, mentorships, clinical field placements, tuition discount partnerships and student loan repayment programs, among others. To aid retention, UHS has been working on improving the career and clinical ladder programs for our valued Nursing Leadership, RNs and Behavioral Health Mental Health Technicians.

Through the Summer 2025 Internship Program, 51 qualified college students supported Finance, Information Services, Insurance, Legal, Marketing, Revenue Cycle and Supply Chain departments at the Corporate Offices. Eleven of the interns accepted full-time employment opportunities with UHS upon their graduation.

In the U.S., UHS' tuition reimbursement spending totaled \$4.6 million for nearly 1,700 employees in 2025. Meanwhile, its student loan assistance increased to \$2.4 million, as more than 800 employees took advantage of this financial benefit.

In the U.K., Cygnet supports staff through university qualifications, apprenticeships and professional development, providing them paid time off to attend their course.

### ***Graduate Medical Educational Programs***

UHS' Graduate Medical Education (GME) Program offers quality education and training for medical and pharmacy residents across several U.S. facilities. Of the 32 UHS Sponsored Programs, 94% are accredited by the Accreditation Council of Graduate Medical Education (ACGME). Our two Pharmacy Residency Programs, which make up the remaining 6%, are both accredited by the American Society of Health System Pharmacists (ASHP).

As of July 2025, the ACGME-accredited UHS Sponsored Program count advanced from 27 to 32. Notably, the number of resident/fellow participants rose from 620 to 723.

South Texas Health System GME Consortium launched ACGME-accredited programs for Family Medicine and Internal Medicine in July 2024, and for Emergency Medicine and Transitional Year in July 2025. In California, Southwest Healthcare Medical Education Consortium welcomed the first residents to its ACGME-accredited Internal Medicine program at Palmdale Regional Medical Center in July 2025.

As of July 2025, four UHS facilities offered a total of 55 Academic Partnership GME Programs, which, collectively, are training approximately 670 residents and fellows.

**Learn more about graduate medical education:** <https://uhs.com/what-we-do/acute-care/graduate-medical-education/>

## **EMPLOYEE NON-PAY BENEFITS**

UHS invests in a comprehensive, non-pay benefit program to attract and retain employees. It encompasses programs, policies and services to enhance the physical, mental, financial and professional needs of employees and their families. Generally, benefits are available to all employees regularly scheduled to work 30 or more hours per week and those covered by the Affordable Care and Accountability Act. Eligibility for other employees varies by location.

Medical plans, life and disability insurance as well as savings and retirement programs are available to employees and their families.

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Other available services include, but are not limited to:

- **Adoption Assistance Program**
- **An Employee Assistance Program (EAP)** offering free, 24/7 services (e.g., military family resources, emotional well-being support, child/elderly/pet providers) to support full and part-time employees
- **Wellness programs** (e.g., Livongo, SWORD Health)
- **Family planning resources** (e.g., FertilityIQ; RethinkCare)
- **Health and Dependent Day Care Flexible Spending Accounts**

Additional voluntary benefits and discounts include identity protection plans, legal services and pet insurance, among others. Further, nearly 80% of U.S. employees are also eligible for the employee stock ownership plan or employee stock purchase plan.

Depending on their role, employees may be eligible for flexible work arrangements (e.g., compressed work weeks, hybrid schedules and remote work), various employment status opportunities (e.g., part-time, per diems, temporary and job sharing) and personal leave options (e.g., up to four weeks for non-Family Medical Leave Act related leave of absence).

*Visit the UHS Benefits Self-Service Center:* <https://uhs.ehr.com/Account/LogOn>

## EMPLOYEE ENGAGEMENT

Throughout the year, multiple programs, events and activities are held to show staff appreciation, support engagement and recognize individual and team achievements.

The Behavioral Health Division's Recharge Room Program provides custom spaces for teams to unwind during work breaks. Unlike typical breakrooms, employees can provide input on how these dedicated areas are designed and furnished.

At its Corporate Offices, UHS supports TEAM CARE, an employee-run program focused on Connecting, Attracting, Retaining and Engaging staff. Below are some of the events delivered by the program's three committees:

- **Career Enrichment:** Executive Speaker Series, Business Book Club, UHS Toastmasters Club, The Power of Professional Women's Speaker Series events and Mentor Programs
- **Health & Wellness:** Annual Golf Tournament, Mindset Spark Sessions, Ronald McDonald House Charities® Plane Pull, Step Beyond Celiac Walk, Step Challenges
- **Social & Community:** Halloween Showcase, Random Acts of Kindness event, food trucks, charity events to support local communities and veterans

## UHS FOUNDATION

Since 2005, the UHS Foundation has been supporting employees negatively affected by hardship due to qualified natural disasters (e.g., windstorms, fires) or a public health emergency (e.g., the COVID-19 pandemic).

In 2025, funds from this 501(c)(3) non-profit entity continued to aid employees impacted by Hurricanes Milton and Helene and the Californian wildfires.

TEAM CARE hosts fundraisers for the Foundation throughout the year. All employee donations are matched by Corporate. UHS' 7th Annual Golf Tournament, held in September 2025, alone raised more than \$390,000 (including Corporate's matching contributions).

*Learn more about the UHS Foundation:* <https://uhs.com/about-universal-health-services/uhs-foundation/>

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## **EMPLOYEE RECOGNITION AND AWARDS**

Corporate and facility leadership routinely recognizes employees for exemplary actions that support UHS goals and values and/or exceed expectations. Annual Service Excellence and Quality awards are bestowed to deserving facilities and/or CEOs who best represent our high standards. Each division also rewards employees who, through early intervention, prevent an actual or potential negative event from occurring.

Facility leadership decides on the type of employee awards/recognition distributed at their location (e.g., peer-to-peer recognition, appreciation events, individual awards).

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## PARTNERING WITH LOCAL COMMUNITIES

**UHS fully recognizes the trust the community places in us as a local healthcare provider and employer, and we strive to uphold that responsibility with honor and distinction.**

### ECONOMIC IMPACT

**UHS is proud to have a profound impact on our served communities in the U.S. and U.K. In 2025, this included:**

- \$8.1 billion in salaries, wages and benefits
- \$3.9 billion for charity care and uninsured discounts from Acute Care facilities
- \$1.0 billion investment in equipment, facility expansions and renovations
- \$8.1 million in contributions to educational programs in nine U.S. states to help fund student scholarships and/or provide supplemental funding to local school districts

### COMMUNITY SUPPORT AND OUTREACH

Throughout the year, UHS leadership and workforce members actively pursue philanthropic community outreach opportunities, aligned with UHS' Mission and Values.

**For national causes, this has included hosting and/or participating in events, being guest speakers at conferences and/or advocating for increased awareness of resources, among others. Examples include:**

- As part of a long-time partnership with the National Action Alliance for Suicide Prevention, the UHS Behavioral Health Division advocates for their initiatives, including increasing awareness and adoption of the 988 Suicide & Crisis Lifeline and the National Strategy for Suicide Prevention. UHS chairs the Healthcare Advisory Group which has been developed in response to one of the goals of the National Strategy.
- Cygnet led on the development of a national tool, subsequently endorsed by the Royal College of Nursing to support the exploration of safeguarding risks with victims of abuse and neglect. Cygnet also contributed to the development of the national training standards for Safeguarding Adults and contributed as a subject matter expert for Transitional Safeguarding in the equivalent children's guidance - this guidance influences the training for over 3 million people in the Health and Social Care workforce across all four nations of the U.K.
- Corporate employees volunteering at the Philadelphia Ronald McDonald House, preparing and serving a hot dinner to families with children being treated at Children's Hospital of Philadelphia.
- Corporate employees' participation in a National Wreaths Across America event, placing nearly 130 wreaths at the gravesites of military veterans in the Philadelphia area.

Our support of local charitable and civic organizations includes hosting or sponsoring events that promote health and wellness (e.g., food collections, blood drives, free health screenings and classes, support groups), among others.

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## SUPPORTING HEALTHY ENVIRONMENTS

In support of healthy environments both in and outside our facilities, UHS complies with applicable legal and regulatory environmental standards. We are committed to implementing environmentally sustainable practices, including those to manage energy usage and to guide the design and building of new construction and/or major renovations.

Cedar Hill Regional Medical Center, which opened in April 2025, earned LEED Gold Certification under the LEED v4 BD+C: HealthCare rating system. This is a significant achievement, as LEED v4 for Healthcare is one of the most rigorous sustainability standards in the industry. Reaching Gold reflects our commitment to energy efficiency, healthier indoor environments and responsible design choices that support both patient well-being and environmental stewardship.

In 2025, UHS strengthened its climate-related risk assessment, bringing it into closer alignment with the pillars of the Task Force on Climate-related Financial Disclosures and evaluating how climate risk and opportunities are integrated into our governance, strategy and risk management processes in the United States.

We are also developing robust emissions data collection system and internal controls to identify and disclose climate-related financial risks in alignment with recognized reporting frameworks, and we are implementing methodologies to measure, verify and report Scope 1 and Scope 2 emissions in accordance with statutory timelines.

## HEALTHY AND SAFE WORK ENVIRONMENTS

Teams across multiple departments continually look to improve products, processes, equipment and services to keep work environments clean, safe and sustainable.

Each facility has an Environment of Care (EOC) Committee which is comprised of senior leaders as well as members of clinical and non-clinical departments (e.g., Environmental Services, Emergency Management, Engineering, Healthcare Technology Management (HTM), Infection Prevention, Risk Management, Quality, Security, Nursing). Each quarter, EOC Committees review the facility's EOC Dashboard Performance Measures, best practices as well as any deficiencies (e.g., utility or medical equipment failures, security issues, risks related to hazardous materials or medical/non-medical waste, etc.) with the goal of improving quality, processes, policies and/or procedures. Summaries of EOC meetings are presented to the facility's Board of Governors.

All applicable hospital staff (e.g., nurses, environmental services, engineering teams) are trained on Waste Management policies and procedures at orientation and annually thereafter. Training, which meets Department of Transportation (DOT) requirements, includes, but are not limited to, proper waste disposal and handling of hazard materials and other waste.

Reported Environmental Safety/Security events and trends are analyzed and reviewed to mitigate risk and chance of reoccurrence. Lessons learned and identified best practices are shared across the organization. Facilities also regularly receive safety-related messages, including facility-specific topics.

Acute Care facilities continue to use Green Seal and GREENGUARD certified products vetted for meeting standards for sustainability, human health and/or product efficiency as well as chemical-free machines for daily floor maintenance and a low-odor, zinc-free floor protector to reduce the need for floor stripping or chemical use.

The majority of UHS' Acute Care facilities are using Adenosine Triphosphate testing for enhanced validation of proper surface disinfection. We expected to expand this initiative in 2026.

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## **RESPONSIBLE ENVIRONMENTAL PROTECTION**

### ***Waste Management***

Facilities have policies and procedures that are in compliance with all applicable laws from the Environmental Protection Agency (EPA), local Departments of Health (DOHs) and other regulators who oversee the responsible disposal of pollution and waste.

Acute Care Division Environmental Services Directors are trained on Hazardous Material and Waste regulatory requirements. In 2025, the Hazardous Materials and Waste Playbook was updated and shared with all Acute Care and Behavioral Health facilities.

Efforts are made to minimize the use of and/or exposure to hazardous materials, such as persistent and toxic chemicals, whenever possible.

Facilities have Central Accumulation Areas to securely store any waste covered under the Resource Conservation and Recovery Act until it is safely removed by the approved vendors. Facilities are to inspect these designated locations weekly to ensure waste is properly handled, stored and transported as per the EPA, DOH and DOT requirements.

The Acute Care Division's Healthcare Technology Management (HTM) team has established programs to ensure the safe and compliant storage and disposal of medical supplies and equipment. These programs include the specialized handling and disposal of batteries to prevent environmental contamination and hazardous fires, as well as partnerships with third-party vendors to resell or recycle medical devices. These programs are designed to uphold safety standards while promoting sustainability and cost-effectiveness.

For instance, by using Stericycle's reusable sharps containers, UHS facilities have avoided the production of an annual estimated 752,803 pounds of greenhouse gases compared to using single-use containers.

Additionally, facilities partner with reputable vendors fully compliant with all applicable regulatory bodies (e.g., EPA, DOH, DOT, etc.). This collaboration enables strict cradle-to-grave tracking, to understand what waste is being sent out, who is picking it up as well as how, and when, it is being processed.

### ***Conservation of Natural Resources***

UHS' Corporate Water Management Program Advisory Committee and Water Management teams at each facility meet quarterly and consistently track and measure water quality across the U.S. facilities. Its Water Management Program (WMP), which is co-managed jointly by a third-party company specializing in water safety, oversees programs for potable and process water (e.g., surgical instrument processing) as well as utility water (e.g., cooling tower, boilers) through active management and hazard control validation. The WPM is designed to ensure safe water throughout the buildings and meets ANSI/ASHRAE Standard 188 (Legionellosis: Risk Management for Building Water Systems).

The WPM incorporated the new ANSI/AAMI ST108: 2023 Water standards for the processing of medical devices and standardized 'flushing protocols' for facilities to use during terminal cleaning process. It also developed a Water Management Contingency Plan for Sterile Processing and Surgical Services.

This robust program also implements technologies and devices, such as irrigation controls, to effectively monitor and manage water consumption.

### ***Culinary and Nutrition***

The Culinary Supply Chain team is committed not only to feeding those at our facilities but also to offering a variety of satisfying dining options.

The Behavioral Health Culinary Supply Chain team has long championed 'stealth health,' prioritizing nutritious and wholesome foods that meet patient preferences. In alignment with CMS' latest recommendations, the team limits heavily processed foods and those high in added sugars and sodium, while promoting whole

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grains, fruits, vegetables, healthy fats and plant-based proteins. This regulatory endorsement reinforces our resolve to continue evolving our ingredients, recipes and menus to deliver healthier yet tasty options for our patients, employees and visitors.

### **Making the Right Changes for the Right Reasons**

Since 2024, in addition to focusing on the healthcare component of meals, the Behavioral Health Culinary Supply team has intensified its efforts to reduce waste and establish consistent standards across the Division.

To achieve this, every food ingredient SKU was evaluated and tested, prioritizing quality, followed by availability and cost. These substantial efforts led to a 75% SKU reduction and achieving national-level stocking status for key items. With the supply of key ingredients secured, the team then incorporated them into new standardized recipes and menu cycle for nationwide use. To facilitate compliance, new food service management software was implemented.

Collectively, these initiatives generated over \$9 million in savings, driven in part by reductions in food waste and misuse, enhanced standardization and other operational efficiencies - without comprising our high standards for food quality and preparation.

In the Acute Care Division, 19 facilities' food operations participate in a food waste tracking program. Participation has led to adjustments in production, orders and menus, among others, and reduced the percentage of total purchased weight wasted to 1.04%. Armed with these better-than-expected results, six additional Acute Care locations joined in 2025, with plans expand to the remaining Acute Care facilities by the end of 2026.

In reverence to gluten-intolerant staff, patients and visitors, UHS continues to invest in the education and training of staff as well as procurement and preparation of its gluten-free offerings. As of April 2026, 28 UHS facilities meet the Validated Gluten Free Safe Spot™ requirements, including six Behavioral Health facilities. We have plans to validate an additional four facilities in 2026.

## **COMMITTED AND STRATEGIC PROCUREMENT**

UHS' Supply Chain team evaluates, selects and acquires supplies, equipment and services to facilitate the delivery of high-quality care in a safe, effective and efficient manner. The team uses a multi-faceted approach to ensuring third-party vendors are vetted to meet our high standards and are compliant with local, state and federal regulations to make the supply chain stronger and more sustainable.

UHS earned a spot in the 2025 GHX Millennium Club for the third consecutive year, recognizing our dedication to enhance supply chain resilience, innovation and smarter decision-making in healthcare.

**Our group purchasing organization provides assurance that vendors are meeting social standards (e.g., Code of Conduct, conflicts of interest, confidentiality, human trafficking, whistleblower, antitrust policies, etc.) and evaluates products and providers to ensure they meet environmental standards, including:**

- Avoiding the purchase of products containing known toxins as identified by California Proposition 65 (DEHP, PVC, other Phthalates and other known classified harmful chemicals)
- Assuring that anesthesia machine purchases meet required emission standards
- Prohibiting contract language and/or the use of vendors that forbid or penalize use of reprocessed devices
- Ensuring fleet contracts include electric-powered vehicles

Vendor management software streamlines the management and coordination of supplier relationships and helps ensure their compliance with federal and state requirements.

Additionally, Requests for Proposals and contracts require applicants to comply with all environmental, social and governance laws and regulations applicable to their performance and provide, upon request, a copy of their sustainability practices and verification of compliance.

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## CYGNET'S IMPACT

In the U.K., Cygnet is committed to environmentally friendly initiatives, including continued procurement of 100% of its electricity from renewable sources.

Cygnet has a bi-monthly ESG Steering Group Meeting, which reports to the Executive Management Board and Audit and Risk Committee. The ESG Steering Group is the forum for establishing and tracking progress against Cygnet's sustainability targets.

### **Cygnet's emission reduction targets include:**

- Net zero carbon for direct (Scope 1) and indirect (Scope 2) emissions by 2035
- Net zero carbon emissions in supply chain (Scope 3) by 2040

In 2024, launched its £132 million, 2-year growth program adding seven new hospitals and creating 230 new beds and approximately 1,000 new jobs. Developments also included making significant improvements to 181 beds at existing facilities. Taking an innovative approach, Cygnet repurposed land and buildings (e.g., turned car parks into buildings) and integrated sustainability into its designs, from solar panels to low carbon construction to use of energy saving lightbulbs.

The solar panel program expanded from 22 sites in April 2023 to 30 sites in 2024, reaching 51 sites in 2025, representing a 70% increase year on year. These 51 sites, which cover 54 buildings, represent 33% of Cygnet's total site portfolio. Collectively, these installations have generated 5.07 GWh of electricity since the program began until the end of 2025.

The waste recycling program has continued to deliver strong results. Recycling increased from 31% in 2022 to 38% in 2023 and 40% in 2024, reaching 44% in 2025. Landfill disposal remains minimal at 0.8%, with the majority of remaining waste, 56%, diverted to energy recovery via incineration.

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## GOVERNING WITH STRUCTURE AND INTEGRITY

**Universal Health Services, Inc. Board of Directors maintains a governing framework that supports UHS' culture of corporate responsibility, high integrity and accountability.**

### BOARD OF DIRECTORS

The seven-member Board is led by Founder and Executive Chairman Alan B. Miller. Ms. Eileen McDonnell, one of the four independent Board Members, serves as Lead Director.

**In the U.S., four of the six board committees oversee sustainability-related issues:**

- Audit Committee: Business Ethics, Charity Care, Data Security, Accounting and Financial Reporting Responsibilities
- Compensation Committee: Employee Development/Training, Employee Benefits, Employee Engagement
- Nominating and Governance Committee: Ownership and Control
- Quality and Compliance Committee: Quality of Care, Employee/Patient Safety, Compliance Program
- Executive Committee
- Finance Committee

**Learn more about the UHS Leadership Team:** <https://uhs.com/about-universal-health-services/leadership/>

Cygnnet's Executive Management Board is responsible for the quality of care delivered within their Healthcare and Social Care Divisions, across England, Wales and Scotland. The 12-member Board's four sub-committees meet quarterly to provide governance over Cygnnet facilities.

The Executive Management Board is supported by an Advisory Board, which consists of five members, each of whom are independent and hold non-executive positions. They offer expertise and senior experience in mental health and social care, national and international health policy, safeguarding, human rights law and regulation. The Advisory Board's four sub-committees, which meet quarterly, provide independent assurance regarding the quality of service delivery to Cygnnet and to UHS.

In October 2025, one advisor, Professor Dame Clare Gerada DBE, now Baroness Gerada, earned the prestigious Life Peerage appointment, one of the highest honors in public life, recognizing exceptional service and leadership.

**Learn more about the Cygnnet Advisory Board:** <https://www.cygnnetgroup.com/about/our-advisory-board/>

### COMMITMENT TO ETHICAL CONDUCT

Universal Health Services, Inc.'s Board of Directors, UHS' Chief Executive Officer and leadership teams are committed to upholding ethical business practices and, in turn, cascade that expectation throughout the organization. Compliance is the responsibility of every workforce member, including full and part-time employees and volunteers.

A Chief Compliance and Privacy Officer oversees the UHS Compliance Program and is supported by Divisional, Regional and Facility Compliance and Privacy Officers.

The Compliance Program includes applicable policies and procedures consistent with legal and regulatory requirements, compliance education and training, a continuous risk assessment process, auditing and monitoring to validate compliance, and a robust investigation and enforcement process to identify, mitigate and remediate concerns.

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**The Compliance Program’s key resources, which are all available in English and Spanish, include:**

- The Compliance Program Manual
- Code of Conduct
- Compliance Hotline

The Compliance Program Manual provides an overview of the Compliance Program.

The Code of Conduct links UHS’ Mission, Principles and Values to the standards of professional conduct expected of all workforce members. Workforce members are encouraged to report any compliance concerns to their Facility Compliance Officer, Facility Privacy Officer or the UHS Compliance Office.

The UHS Compliance Office can be reached directly or through the Compliance Hotline via phone, toll-free at 1-800-852-3449 or via an online reporting platform at [uhs.alertline.com](https://uhs.alertline.com). The Compliance Hotline is accessible 24 hours a day, 365 days a year, and allows for anonymous reporting, when desired.

UHS prohibits retaliation against anyone who reports their concerns in good faith. Anyone retaliating against someone for reporting a concern or for participating in the investigation of reported concern is subject to disciplinary action.

All new U.S.-based workforce members are trained on the Code of Conduct, privacy, security and other compliance topics at the time of hire and annually thereafter. A post-training test is conducted to confirm their understanding of the training content.

Each year, all workforce members are also required to attend training on UHS’ Formal Dispute Resolution policy, which outlines the process for reporting employment concerns and escalation procedures. Facilities also display posters with pertinent information about reporting concerns in breakrooms and other employee areas.

All reported concerns are investigated by the UHS Compliance Department or other appropriate designees. Workforce members who are found to have violated the Company’s policies and procedures or the Code of Conduct are subject to discipline, including but not limited to termination of their employment. Where necessary, corrective action plans are developed and implemented to mitigate and remediate compliance risk to the organization.

Reports on Compliance Program’s operations are issued to its Compliance Committee and to the Board of Directors’ Quality & Compliance Committee quarterly, and to the Board of Directors’ Audit Committee annually.

Each year, a compliance risk assessment is conducted, and a compliance work plan is developed to identify potential risk and prioritize compliance efforts. Such efforts include expansion of education and training offerings, creation or revision of policies and procedures, improvement of program effectiveness and identification of topics for auditing and monitoring (e.g., billing, privacy of patient information, quality of care, etc.).

Our vendor contract language includes anti-corruption practices, as well as confirmation that the vendor has established, or will establish, policies and procedures related to anti-corruption practices.

**Learn more about the UHS Compliance Program:** <https://uhs.com/compliance-ethics-program/>

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## LOCAL GOVERNANCE

As with all healthcare providers, UHS facilities regularly undergo visits and inspections by federal and state regulatory agencies. All facilities are licensed by their local state agencies and fully accredited by widely respected, independent organizations including The Joint Commission (TJC) and the Commission on Accreditation of Rehabilitation Facilities (CARF), or in the U.K. by the Care Quality Commission (CQC), among others. In the U.K., Cygnet works closely with NHS England, NHS Wales, Integrated Care Boards, NHS Provider Collaboratives and Trusts and other authorities to create and provide packages of treatment, rehabilitation and care.

Universal Health Services, Inc. Board of Directors' Quality and Compliance Committee provides oversight for quality and safety. Reviews of divisional quality and safety occur at least at least quarterly; however, they may occur more frequently, as needed.

The President, the Chief Medical Officer (CMO) and quality designees for each division provide guidance and support for quality and safety that is cascaded to the various Operations Vice Presidents (VPs), who similarly provide guidance and support for their assigned facilities. CMOs assist with medical strategy and support medical staff and for the Behavioral Health Division, utilization management, physician alignment and intake operations. Quality teams for both divisions support clinical and regulatory programs.

Each U.S. facility's respective Board of Governors provides oversight on financial and non-clinical operations, while their Executive Leadership teams, organized Medical Staff and local governing bodies preside over their day-to-day operations and Medical Staff.

Finally, each facility CEO is responsible for the oversight of safety and quality. They are supported by professionals at the organizational level and guided by members of the Clinical Services and Risk Management Department. The Clinical Services Department includes nursing leadership, clinical leadership (social workers, psychologists) and quality improvement professionals.

Audits and review activities are implemented to meet state and federal healthcare requirements and professionally recognized standards of care. Internal audits are conducted routinely at each facility, by members of the Corporate Office teams, to ascertain levels of compliance and the need for corrective action plans.

UHS monitors regulatory activity and provides guidance on a regular basis to maintain, if not exceed, compliance with applicable laws, regulations and standards. Each facility receives support for its ongoing Performance Improvement Program, with specific attention to patient safety, reduction of restrictive interventions, patient satisfaction, staff turnover and regulatory compliance.

## RISK MANAGEMENT MEASURES

Facilities' Risk Management Programs are each led by a qualified Risk Manager who complies with all regulatory processes and procedures. Corporate Regional Risk teams as well as dedicated Corporate Loss Control (Employee Injury), Claims Management and Environmental Risk and Emergency Management (EM) teams provide Facility Risk Managers support (i.e., resources, training, etc.) and guidance.

An Enterprise Risk Management (ERM) approach is utilized to mitigate loss and promote employee and patient safety. Components of the Risk Management Model include Risk Identification, Risk Analysis, Risk Control and Risk Financing. The dedicated teams of each of these core components proactively use risk identification tools as well as established practices, procedures and measurement instruments (e.g., assessments, dashboards) with the goal of preventing harm to our patients and staff. Data from various tools is collected regularly and analyzed against internal or national benchmarks.

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## **Safety oversight**

Risk Identification tools (e.g., TJC's Sentinel Events Alerts, Root Cause Analysis and Failure Mode and Effect Analysis) and internal safety tools (e.g., patient safety event reports, Executive and Unit Safety huddles and rounding and patient surveys) are utilized for early detection of potential adverse or unexpected patient outcomes and hazards.

Loss prevention and control methods assess high-risk clinical areas, while other resources such as Patient Safety Newsletters, Safety Watches and Clinical Risk Alerts are shared to mitigate risks to patient safety. Facility Risk Management programs are evaluated regularly and adjusted as needed.

The Risk Management Program includes a Technical Elements of Risk Management (TERM) document that outlines the basic tenets of a comprehensive risk management program as well as expectations to mitigate high-risk clinical processes (e.g., patient observation, contraband, safe discharge and emergency department processes).

Both divisions have Patient Safety Organizations (PSOs) registered with the Agency for Healthcare Research and Quality (AHRQ) that are responsible for the oversight of patient safety at UHS. The Behavioral Health PSO's Dashboard tracks certain clinical outcomes (e.g., aggression rates, restraint & seclusion rates, falls, medication errors, patient injuries, patient elopements, etc.) and is used to identify deficiencies and quantity of care concerns. The Acute Care PSO reports on serious safety events, wrong site surgeries, falls with injury, medication safety practices, among others. Updates to the PSOs' initiatives are reported to the Board of Directors' Quality and Compliance Committee every quarter.

Each Division's Corporate Patient Safety Council identifies their safety priorities annually, while the individual facilities' Patient Safety Councils analyze patient safety data monthly to confirm the appropriate processes are in place to prevent patient, employee and visitor harm.

Additionally, UHS' Quality Management Program measures and assesses key processes or outcomes related to patient care, patient safety and organizational functions. Data are systematically collected, whether problems are suspected or not. Assessment findings are used to study and improve the processes that affect patient care outcomes, identify educational needs and evaluate clinical competence of employees, medical staff and health professional affiliate staff. Organization-wide Quality Assurance Performance Improvement activities include restraint reduction, utilization management, infection control, medication use, safety, risk management and quality control activities, among others.

The Clinical Services Teams, Operations VPs and others conduct leadership audits and on-site monitoring to assess compliance, recommend improvements and provide immediate action items to be taken by the CEO and their direct report leaders. The Operations VPs are also made aware of these recommendations so that compliance becomes a shared responsibility.

The Corporate Loss Control team focuses on maintaining safe workplace environments for patients and staff. This includes updating facilities' Workplace Violence Protection Plans annually, hosting Armed Intruder/Active Assailant Education training, issuing Spotlight on Safety posters and/or tools each month.

An Employee Safety Committee meets quarterly to address trends and develop responses to those trends with a constant focus on employee safety. UHS treats employee safety as equal to patient safety. Each is critically important to ensure a care environment that supports healing and recovery.

The Acute Care Division has started implementing High-Reliability Organization (HRO) principles regionally. HROs are dedicated to fostering a culture of safety where preventing errors and delivering consistent, exceptional care is a top priority. This initiative lays the foundation for a safer future and supports the goal of delivering the highest level of care and safety for every patient. The launch in our second region, California, is planned for the second half of 2026.

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## EMERGENCY PREPAREDNESS

Emergency preparedness is a key priority for UHS as the facilities want to be considered a safe, trusted resource for their local communities - especially during a crisis. The Environmental Risk and Emergency Management (EM) team is responsible for helping to ensure the facilities, as well as UHS Corporate Offices, have proper elements of readiness, response, mitigation and recovery in place to address known or unforeseen emergencies, such as natural occurring and human-caused events, technological outages/interruptions, public health and/or infrastructure issues.

The EM team works with each location to have necessary protocols and procedures in place and sustainable supplies/inventories readily available to keep patients and staff safe during emergency events and to meet all regulatory and UHS requirements.

They also supply all facilities with numerous educational materials (e.g., training modules, playbooks, toolkits, Environmental Risk/Building rounding checklists, etc.) and other resources to help identify vulnerable areas and to educate and prepare staff for an emergency event. These materials, which are customized based on the facility's own internal and community resources, are regularly updated and are stored online for 24/7 access.

Further, the EM team continually monitors and analyzes data, such as metrics tracked on the various dashboards to monitor performance, identify priorities among the facilities and, when needed, implement risk avoidance measures to maintain safe environments.

### ***Training for emergencies***

As part of their ongoing safety preparation, U.S. facilities participate in regional, state and local training as well as community emergency exercises (e.g., armed intruder, windstorms, flooding, etc.). Each facility also performs annual internal exercises based upon threats and vulnerabilities identified from their own Hazard and Vulnerability Assessment, previous "real-world" events and/or recent drill performances.

In addition, the EM team schedules and implements training exercises and drills for facilities' senior leadership/management teams as well as line staff. This Corporate team also assists in debriefings after trainings and events to identify areas for improvement, as needed. They work closely with Corporate Infection Prevention and Corporate IT teams to meet new TJC standards and/or to improve collaborative efforts. In 2025, this included assisting facilities with the management of Highly Infectious Diseases events.

In addition to the trainings, the EM team regularly consults with facilities formally and/or informally throughout the year. In 2025, the number of formal consultations increased by more than 20% to include virtual visits with 109 facilities and 68 on-site visits.

### ***Incident Command Team***

Although all facilities had Emergency Management teams in place to monitor and lead their facilities through expected and unexpected emergencies, UHS created its Corporate Incident Command (IC) Team in 2005 to better assist facilities in need. This centralized entity allows for faster, more efficient communication and decision making and is able to leverage the enterprise's expertise, experience and resources to support facilities before, during and after events.

Currently the IC team is represented by several departments: Environmental Risk and Emergency Management, Clinical Operations, CMOs, Communications, Design/Construction, Human Resources, Infection Prevention, Information Security, Risk Management and Supply Chain, as well as other subject matter experts depending on the particular type of event.

During real-word emergency events (or training drills), the IC Team collaborates with expert team members and external partners to implement mitigation and restoration efforts to minimize potential risk exposure.

In an emergency event that requires the full or even partial evacuation of a facility, UHS' Disaster Support

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Management system is activated to track patients and staff members during the entire evacuation and transfer process.

In 2025, the team collaborated with Corporate IT/Cybersecurity leadership to further clarify and integrate the latter's role within the Corporate Incident Command structure, including joint participation in Cybersecurity and Infrastructure Security Agency (CISA) Cybersecurity exercises. This partnership and training reinforced the clear communication and coordinated action needed during real world events.

In 2025, the IC Team was activated (either fully or partially) 112 times for emergencies. This included serious events such as, but not limited to, the California and Nevada wildfires, which collectively impacted multiple locations and required IC activation for several days.

## PRIVACY AND DATA SECURITY

The UHS Information Security team is focused on preservation of the confidentiality, integrity and availability of information assets of employees and patients, in accordance with Information Security Policies. It strives to appropriately identify, select, deploy, maintain and improve information security controls based on the National Institute of Standards and Technologies (NIST) Cybersecurity Framework (CSF) by employing proactive (and if needed, reactive) safeguards, policies and controls.

### **These continue to include, but are not limited to:**

- Maintaining nearly 50 privacy and security-related policies at the Corporate level and locally by U.S. facilities.
- Deploying numerous technologies and engaging third parties to provide threat intelligence services in real time, through collaboration with Health-Information Sharing and Analysis Center (H-ISAC), Cybersecurity and Infrastructure Security Agency (CISA) and similar organizations.
- Regularly conducting external and internal penetration testing by a third party, assessments and evaluations to identify any severe or critical issue, evaluate potential damages and test internal controls.
- Engaging third-party cybersecurity firms to provide monitoring and investigation services, including regular audits.
- Mandating education and in-person and/or online training: This included mandatory annual data privacy and cybersecurity training for all full-time and part-time employees.

The Chief Compliance and Privacy Officer and the Chief Information Security Officer lead the UHS Compliance Department and IT Security Department, respectively, and are supported by Facility Privacy and Security Officers.

We are compliant with the healthcare industry's privacy and security policies, as well as federal and state laws related to the appropriate access, collection, control and retention of personal data from patients and employees (e.g., HIPAA, Payment Card Industry). Compliance is supported through regular mandatory training and/or use of third-party reviewers.

To reduce cybersecurity risk in the supply chain, UHS utilizes a process to assess risk, evaluate and then require third-party verification of vendors prior to contracting. Vendors are also evaluated during the contracting lifecycle and then re-evaluated annually or post-incident.

In case of incidents, the Incident Response Plan and, if needed, Disaster Recovery processes are activated to minimize service disruption. We conduct tabletop and in-person testing of our Disaster Recovery practices on an annual basis, in coordination with local authorities and CISA.

Multiple governance processes are in place to assess the health and maturity of its Cybersecurity Program. Senior Management conducts monthly reviews of key performance indicators, metrics and roadmaps to promote the use of recent technologies and manage risks. Summaries are shared with the Audit Committee quarterly and to the full Board of Directors annually.

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## **AI GOVERNANCE**

UHS maintains a comprehensive and disciplined AI oversight framework, across the 50+ active AI applications and thousands of individual deployments, including pilot tests, in the U.S.

AI deployment follows a structured, four-stage process—proof of concept, pilot, limited deployment, and full-scale implementation in the U.S.

Each pilot is launched with clearly defined success metrics, executive sponsorship, and frontline engagement, focusing on clinician efficiency, patient access, revenue cycle performance, and quality outcomes. Solutions delivering consistent results, seamless workflow integration and earning trust from clinicians are advanced for broader adoption.

Centralized oversight provides clear visibility across the AI portfolio, prevents duplication and carefully manages the pace of experimentation. UHS prioritizes depth over breadth, employing an incremental deployment strategy supported by rigorous validation.

# APPENDIX

## EEO-1 REPORT

As mentioned previously, Universal Health Services, Inc. complies with the EEO Commission requirements for all employees and applicants.

**View our Notice of Nondiscrimination:** <https://uhs.com/about-universal-health-services/notice-of-nondiscrimination>

Below is an overview of our 2024 EEO-1 report\*, complemented by examples of initiatives and achievements that reflect our dedication to diversity, equity, and employee development.

| SECTION H – WORKFORCE DEMOGRAPHIC DATA        |                    |              |                        |                           |             |   |                                  |                   |              |                           |             |   |                                  |                   |              |
|---|--------------------|--------------|------------------------|---------------------------|-------------|---|----------------------------------|-------------------|--------------|---------------------------|-------------|---|----------------------------------|-------------------|--------------|
| JOB CATEGORIES                                | Race/Ethnicity     |              |                        |                           |             |   |                                  |                   |              |                           |             |   |                                  |                   | Row Total    |
|   | Hispanic or Latino |              | Not Hispanic or Latino |                           |             |   |                                  |                   |              |                           |             |   |                                  |                   |              |
|   | Male               | Female       | Male                   |                           |             |   |                                  |                   | Female       |                           |             |   |                                  |                   |              |
|   |                    |              | White                  | Black or African American | Asian       | Native Hawaiian or Other Pacific Islander | American Indian or Alaska Native | Two or More Races | White        | Black or African American | Asian       | Native Hawaiian or Other Pacific Islander | American Indian or Alaska Native | Two or More Races |              |
| Executive/Senior Level Officials and Managers | 28                 | 25           | 276                    | 32                        | 15          | 2   | 0                                | 4                 | 269          | 50                        | 9           | 2   | 1                                | 4                 | 717          |
| First/Mid-Level Officials and Managers        | 237                | 415          | 1067                   | 265                       | 95          | 29  | 11                               | 40                | 2504         | 693                       | 179         | 19  | 20                               | 105               | 5679         |
| Professionals                                 | 1423               | 4989         | 3466                   | 1300                      | 1401        | 70  | 36                               | 257               | 14576        | 6139                      | 3745        | 170                                       | 192                              | 1002              | 36766        |
| Technicians                                   | 1288               | 3174         | 1628                   | 2373                      | 468         | 79  | 42                               | 227               | 4889         | 5092                      | 980         | 100                                       | 157                              | 534               | 21031        |
| Sales Workers                                 | 0                  | 0            | 0                      | 0                         | 0           | 0   | 0                                | 0                 | 0            | 0                         | 0           | 0   | 0                                | 0                 | 0            |
| Administrative Support Workers                | 359                | 1878         | 596                    | 317                       | 148         | 14  | 10                               | 42                | 3266         | 1882                      | 382         | 54  | 59                               | 233               | 9240         |
| Craft Workers                                 | 102                | 17           | 286                    | 69                        | 18          | 6   | 5                                | 8                 | 10           | 10                        | 0           | 0   | 0                                | 2                 | 533          |
| Operatives                                    | 0                  | 0            | 0                      | 0                         | 0           | 0   | 0                                | 0                 | 0            | 0                         | 0           | 0   | 0                                | 0                 | 0            |
| Laborers and Helpers                          | 0                  | 0            | 0                      | 0                         | 0           | 0   | 0                                | 0                 | 0            | 0                         | 0           | 0   | 0                                | 0                 | 0            |
| Service Workers                               | 722                | 1477         | 820                    | 1240                      | 175         | 45  | 23                               | 64                | 1575         | 1831                      | 330         | 50  | 45                               | 160               | 6605         |
| <b>CURRENT 2024 REPORTING YEAR TOTAL</b>      | <b>4159</b>        | <b>11975</b> | <b>8159</b>            | <b>5596</b>               | <b>2320</b> | <b>245</b>                                | <b>127</b>                       | <b>662</b>        | <b>27089</b> | <b>15697</b>              | <b>5625</b> | <b>403</b>                                | <b>474</b>                       | <b>2060</b>       | <b>84591</b> |
| <b>PRIOR 2023 REPORTING YEAR TOTAL</b>        | <b>3943</b>        | <b>11390</b> | <b>8230</b>            | <b>5332</b>               | <b>2194</b> | <b>219</b>                                | <b>131</b>                       | <b>620</b>        | <b>28043</b> | <b>15113</b>              | <b>5328</b> | <b>421</b>                                | <b>432</b>                       | <b>2052</b>       | <b>83448</b> |

## RECOGNITION AND AWARDS

**Recently UHS received awards that reflect its commitment to workforce and inclusive culture:**

- **Newsweek’s list of America’s Greatest Workplaces for Culture, Belonging & Community 2026**

This recognition reflects success across multiple performance metrics relevant to women, minorities, and diverse demographic groups. The study combined a large-scale national survey, extensive desk research, and third-party data, evaluating companies with more than 1,000 employees.

- **2024 American Opportunity Index as an Employer of Choice**

This ranking measures how well America’s largest companies invest in their employees through hiring, pay, promotion, parity, and culture. UHS ranked #1 in Medical Care Facilities and #56 overall.

\*We expect to file the 2025 EEO-1 report in 3Q2026.

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## EMPLOYEE ENGAGEMENT AND DEVELOPMENT

In 2025, UHS workforce retention improved, as turnover decreased by 4% year-over-year.

To support career growth, we expanded our in-house “U Learn” curriculum, offering over 60 courses across three structured tracks: Invest in U, Develop U and Manage U. These programs are designed to foster growth at every career stage and have contributed to the positive outcomes noted above.

**These efforts are reflected positively in our employee engagement survey which is conducted independently by Press Ganey. As shown below, key metrics showed continued improvement, even as industry benchmarks’ overall engagement declined by 0.02:**

| Metric   | 2025 v. 2024 |
|--|--------------|
| Overall engagement                                   | +0.02        |
| Career development opportunities                     | +0.07        |
| Likelihood to recommend UHS as a great place to work | +0.05        |
| Intent to stay if offered another job                | +0.04        |